

Meet Your 2019/2020 OCNA Board Of Directors

The OCNA is pleased to present the 2019/2020 board of directors, as elected during the Annual General Meeting on Thursday, April 4. John Willems has taken on the role of the association's President from Ray Stanton, who stepped down after two years of leadership. Alicia McCutcheon is the new Vice President, and Gordon Cameron remains Secretary/Treasurer. The board also welcomed two new additions: Heather Wright, Publisher of The Independent Serving Petrolia & Central Lambton; and Jenn Watt, Publisher, Haliburton County Echo.

Top from left to right: Colleen Green, Publisher, Port Perry/Uxbridge, The Standard; Abbas Homayed, Publisher, Sudbury Northern Life; Heather Wright, Publisher, The Independent Serving Petrolia & Central Lambton; Stewart Grant, Publisher, St. Marys Independent; Jenn Watt, Publisher, Haliburton County Echo, Minden Times and County Life; Dave Adsett, Publisher, Fergus Wellington Advertiser.

Bottom from left to right: Caroline Medwell, Executive Director, OCNA; Ray Stanton, Owner, London Publishing Inc.; John Willems, General Manager, Community Brands, Metroland Toronto; Alicia McCutcheon, Publisher, Manitoulin Expositor; Gordon Cameron, Regional Managing Editor, Hamilton Community News.



News Media Canada Announces 2019 CCNAward Winners

Last month News Media Canada announced the first, second and third place winners in its coveted Canadian Community Newspaper Awards. Many OCNA members were recognized for their hard work and achievements. Some of the highlights include:

- Fort Frances Times - 1st place for Best All-Round Newspaper in its class and 2nd place for Best Sports Coverage in its class
- Haliburton County Echo - 2nd place for Best All-Round Newspaper in its class and 1st place for Best Sports Coverage in its class
- New Liskeard Temiskaming Speaker - 3rd place for Best All-Round Newspaper in its class
- Dundas Star News - 3rd place for Best All-Round Newspaper in its class
- Heather Wright, Publisher of The Independent Serving Petrolia and Central Lambton - 2nd place for Outstanding Reporter Initiative
- Fergus Wellington Advertiser - 2nd place for Best Headline Writing
- Voice of Pelham - 1st place for Best Photo Illustration
- Sudbury Northern Life - 1st place for Outstanding Community Service
- Uxbridge Cosmos - 2nd place for Outstanding Community Service
- Elmira-Woolwich Observer - 2nd place for Best Sports Coverage in its class
- Canadian Jewish News - 1st place for Best Holiday Edition in its class
- Evelyn Harford, Reporter, Smiths Falls Record News - 2nd place for Excellence in Rural Reporting
- Aylmer Express - 1st place for Best Agricultural Edition
- Barb McKay, Reporter, Kincardine Independent - 1st place for Best Agricultural Story
- Lisa B. Pot, Reporter, Blyth/Brussels Citizen - 3rd place for Best Agricultural Story
- Algonquin College, Algonquin Times - 2nd place for Outstanding Campus Newspaper and 2nd place for Best Campus Website
- Karine Beaulieu, Student, Algonquin College, Algonquin Times - 1st place for Best Campus Photography

Congratulations to all! To view the complete list of winners, please visit www.nmc-mic.ca/ccnawards/

WHAT'S INSIDE:

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The OCNA has succeeded in launching the Ontario Digital Network for Independent Community Publishers

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REPORT TO THE CANADIAN GOV'T

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BE A BETTER LISTENER

Improve your listening skills, and your ideas will get better reception.

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MARK YOUR CALENDARS!

November 1 - 2 Independent Publishers' Retreat

Independent Publishers are invited to join the OCNA for the 2019 Retreat on Friday, November 1 and Saturday, November 2 at the JW Marriott The Rosseau Muskoka Resort & Spa.

Network with peers during this two-day event, designed with the specific business needs of community newspapers and independent publishers. Also included - lots of social time!!

Registration information will be available soon!

For more information, please contact Karen Shardlow at k.shardlow@ocna.org or 416-923-7724 ext. 4432.

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SECRETARY/ TREASURER	Gordon Cameron
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DIRECTORS	Dave Adsett Stewart Grant Colleen Green Abbas Homayed Darren Murphy Jenn Watt Heather Wright

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Ad*Reach Digital Network Update

A Message From Caroline Medwell
Executive Director, OCNA

As many of you know, the OCNA has spent the last year working on developing a digital advertising network for our independent publishers. With a grant from Heritage Canada, and the support of the OCNA board as well as some dedicated and knowledgeable volunteers, we have succeeded in launching The Ontario Digital Network for Independent Community Publishers. Effective May 2019, a group of 30 independent community newspapers now all have websites that can accept and report on advertising units, and who function as one ad network for advertisers. This should bring new digital revenues into these community newspapers, which in turn will allow the continued development of online and print content. Advertisers benefit from the 'one stop shop' approach to community newspaper digital platforms; consumers will enjoy improved online content; local business can achieve broader exposure; each newspaper has better access to online tools, resources and potential revenues.



We are really pleased and proud that so many OCNA members worked together to get results. There is still work to do. Ad*Reach is calling on all our clients and contacts to build direct sales, which have a higher cost per unit than the open market rates we are accessing currently. And OCNA is continuing to encourage more independent members to join, as there is definitely strength in numbers.

OCNA staff and board understand and appreciate that digital ad revenues will not replace print advertising incomes. We know that many of our members worry that advances in digital platforms might undermine our print products. OCNA remains convinced that community newspapers are highly valued by their readers, important to their communities, and well-read by all stakeholders: residents, businesses, influencers and politicians. Expanding our platforms will help advance our influence and impact, while convincing advertisers and other stakeholders that we're still in for the long haul.



#NewspapersMatter Filler Ads Available

Looking for filler ads? Want to remind your readers that **Newspapers Matter, Now More Than Ever?**

News Media Canada has ad material for download that newspapers can run in print or digital promoting our Newspapers Matter program. As the threat of fake news and disinformation grows in our society, let's remind readers, Canadian businesses, advertisers and governments that newspaper journalism is critically important and essential in protecting the vibrant communities in which we live.

Print ads, source files, digital ads and a variety of filler ad sizes are available by visiting: <https://nmc-mic.ca/ad-resources/industry-campaign/newspapers-matter/>.

The sizzle video created as part of the National Newspaper Week program is also available to download and can be featured in sales presentations or on newspapers' websites.

If you have any questions, please contact:
Kelly Levson,
Director of Marketing and Research
klevson@newsmediacanada.ca.

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ISWNE Conference Brings Together Newspaper People From Across The World

By **Gordon Cameron**
Secretary-Treasurer, OCNA



What I really love about the International Society of Weekly Newspaper Editors (ISWNE) conference is that not only is it a great mix of business and fun, but also the wonderful group of newspaper people it attracts. Thanks to this year's event, I made several new newspaper friends from across the world, including South Dakota, Wisconsin and Cambridge, England.

In many ways the conference reminds me of OCNA's own Independent Publishers Retreat. The feeling is laid back, folks are having a good time and everyone you speak to has both something to learn and something to teach.

It's quite a rejuvenating experience.

It's also a bit of a throwback to when conferences were multi-day affairs where attendees had the chance to get out and explore the world beyond the hotel. Conference organizers Mike and Alex Buffington put together a great program that showcased his state of Georgia, warts and all, from slavery and segregation to the modern economic boom around Atlanta. Tours included a stop at a plantation that had been in the same family for seven generations and an afternoon at the Civil Rights Museum. Both visits were quite compelling and the stop at the Georgia Weekly Newspaper Museum (complete with a barbecue lunch) was both interesting and tasty.

The formal sessions were a mixture of future and fundamentals as we were given a demonstration of how to tell stories using immersive virtual reality technology and did several sessions dedicated to improving our editorial writing skills. One of the mornings was dedicated to an editorial critique session where we broke up into groups and gave each other constructive feedback on our respective papers. It's sort of like an in-person version of OCNA's Member Review Program, only instead of only receiving comments from one colleague, it was five.

The culmination of the conference was the awards night which recognized 12 of the best, most courageous editorials and columns written in the last year. It's always inspiring to hear how fellow community newspaper editors are taking stands on important issues and to learn how to improve my own opinion writing.

This year's winner of the Golden Quill (the top prize in the contest, not CNMA's long-service award) was OCNA member John Hueston who was recognized for a piece detailing his and his son Brett's arrest and trial just for trying to do their jobs. John's trenchant editorial pulled no punches as he explained both the incident itself and the impact it had not only on him and his family, but also to a free press and a free society. If you get a chance to read it (*see page 5*), you'll understand why judge Phil Hudgins gave it top marks.

Next year the society's conference will be held in Reno, Nevada and then will come to Toronto in 2021 (full disclosure, I am one of the organizers of that event). If you'd like more information on the conference or the International Society of Weekly Newspaper editors, please feel free to contact me or visit www.iswne.org.

I hope to see you all in Reno.

Gordon Cameron is a board member of the International Society of Weekly Newspaper Editors and OCNA's Secretary-Treasurer.



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We Fought The Law (You Know The Rest)

Published in the Aylmer Express on October 24, 2018

By John Hueston Publisher, Aylmer Express

This editorial was written several days after our first court appearance and not published at that time on advice from our lawyer.

About a week ago my son Brett and I were on trial for criminal obstruction of a peace officer, trespass and for him failing to obey a Road Closed sign. The trial was adjourned for two more months because the police didn't have their homework done – with just a year to prepare.

As third- and fourth-generation newspaper-men, we have had among the best in instructors – my father, Arthur, and his father Henry, two outstanding journalists. We have decades of experience working with the police and emergency services without any incidents, often under trying conditions for all parties. We respect them generally and many personally, but it takes just one to spoil the bunch they say.

A year ago, we were following tried and true customary practices at a day-old fatal car-crash site, when we were deprived of our freedom, handcuffed behind our backs, left incapacitated to cook like an abandoned baby for half-an-hour in a broiling police cruiser. That backseat torture was the equivalent of dry water boarding, ultimately forced to beg for assistance. We were then driven to Ontario Provincial Police head-quarters south of St. Thomas on John Wise Line, jailed for several hours incommunicado, and finally released and charged. We returned for finger-printing the following week. Our cameras were seized and not returned for nine months. It has cost us almost \$2,000 for replacements and thousands in legal fees since then.

Brett, when trying to travel to the United States will now have to answer yes to routine questions such as “Ever had any trouble with the law?” and yes to “Ever been in jail?” and to “What charge?” “Criminal obstruction of a peace officer”.

Welcome to the United States? Probably not.

These are the penalties we have sustained before trial after routine coverage of a car crash/potential police pursuit case. We never tried to get closer to the actual site than 50 metres. As we were leaving police came to us commanding you can't be here and no pictures, no pictures, no pictures. Their conduct was confrontational, intimidating and unprofessional.

We bestow special powers on these agents of our civil body and expect in return that they be applied judiciously and fairly while protecting the interests of the greater population. We too are citizens.

A year later we still cannot understand what sort of Kansas whirlwind we stepped into, but it's one that threatens journalism specifically and our Canadian way of life. This was an egregious seizure of our rights and freedoms. Now the victims will be put on trial.

When journalists can be attacked with impunity, what hope then for indigenous, ethnic groups, people of colour, minorities and the poor? When the police attack the rights of one, they attack the whole population and the foundations of this country.

Was the routine passing of the Road Closed sign (something we have done many times before and since without a word of protest from police), a kilometre from the crash site, an offence deserving the ordeal we have been put through? The occupants and visitors to the only house on that road, even the person delivering pizza, while we were being arrested, did so without ticket, to our knowledge.

To our frustration, when being told we couldn't be there, we couldn't establish where we could be. What was the perimeter of this delicate scene (that we were never closer to than about 50 metres)? Where could we go? That private property? No!

That field? No! That further field? No! The next farm? No!

It was the police who went far, far out of their way to interfere with us – nowhere near the investigation site. Then a year later after months of expense, tension and anxiety, our case was adjourned because they were not ready. How many police, court officials and tens of thousands of dollars were wasted when the Crown showed up and, oopsy doopsy, the police forgot to disclose their notes to our lawyers which, by law, they are obligated to do. That would be day-in day-out routine for them.

So now everyone goes home – the immigrant from Portugal, a stranger, who was there to support us because she knew how important the free press was, the two ladies, one in a wheelchair, who'd driven from London to show support, and the newspaper association president from Toronto arriving late to find it had been cancelled. And the other 20 or 30 friends, acquaintances and strangers who'd come in our support.

Criminal charges are the most brutal weapons the government employs to protect its citizens, and punish transgressors, yet our accusers don't respect that or the lives in balance enough to show up prepared. Of course, they're all (very well) paid. Not us, we're paying – mentally, physically and financially.

At its heart, what was our offence? Asking about our rights, interfering with no one. We were leaving when accosted, having disturbed nothing, as our usual practice.

What about the supervision of that crash site? What about the (over) zealous behaviour of the police? What about that waste of court time? What does that cost? What about criminal obstruction of a press officer?

The wrong people are on trial here.

The trial continued off and on for a total of five days and concluded Monday with acquittal on all counts – free to go.

We can't begin to thank all our well-wishers.



FROM THE ISWNE GOLDEN QUILL JUDGE, PHIL HUDGENS:

"I read this editorial several times and still couldn't believe a couple of journalists went through so much harassment because they tried to get photographs of a crash site. The editorial really doesn't take a stand; it didn't need to. Just reporting the facts produced a strong editorial position. If readers were not appalled at what these two men went through, what would it take to shock them? I congratulate these guys for their courage. Remember: journalism is not a crime."

Journalism And Written Media Independent Panel Of Experts Submits Final Report And Recommendations To The Government Of Canada

The Journalism and Written Media Independent Panel of Experts has submitted its final report and recommendations to the Government of Canada to assist with the equitable and effective implementation of tax measures in support of Canadian journalism, as outlined in the 2019 federal budget.

The report provides guidance to determine which journalism organizations qualify for tax measures in support of Canadian journalism.

The report provides guidance to determine which journalism organizations qualify for these tax measures, based on criteria outlined in the budget legislation for the program, which is intended to support written news outlets that provide news of general interest to Canadian audiences.

The Panel recognizes that this program is limited in scope, and has also made recommendations for government action that goes beyond the support provided in the budget legislation. The Panel did not have a mandate to change any provisions already passed into law, but was allowed to make further recommendations.

The federal program includes refundable tax credits for qualifying journalism organizations, a non-refundable tax credit for subscriptions to Canadian digital news, and charitable status for not-for-profit journalism organizations.

To be eligible for the program, a news outlet must regularly employ two or more journalists and primarily provide original news content to a general audience.

The Panel did not attempt to develop a definition that could be used to certify officially approved news outlets. Instead, it provided guidelines on what constitutes general news, good journalistic practices and the activities normally carried out by newsroom employees.

It is the opinion of the Panel that this guidance will enable the Minister of National Revenue and the Canada Revenue Agency to implement and administer these tax measures directly, without need of an official body to certify news outlets. However, the Panel also recognizes that there will be questions about whether certain news outlets qualify for the program. Thus, the Panel has recommended, as per the budget legislation, that an advisory body be appointed to provide advice when the Canada Revenue Agency refers questions to it about matters related to journalism.

The Independent Panel consisted of the following members:

- Bob Cox, News Media Canada
- Esther Enkin, Canadian Association of Journalists
- Brad Honywill, Unifor
- Pierre-Paul Noreau, Association de la presse francophone
- Brenda O'Farrell, Quebec Community Newspapers Association
- Thomas Saras, National Ethnic Press and Media Council of Canada
- Pascale St-Onge, Fédération nationale des communications
- Pierre Sormany, Fédération professionnelle des journalistes du Québec

For more information and to see the report, visit <http://www.communitywire.ca/en/2019-07-17/journalism-and-written-media-independent-panel-experts-submits-final-report-and-recommend>.

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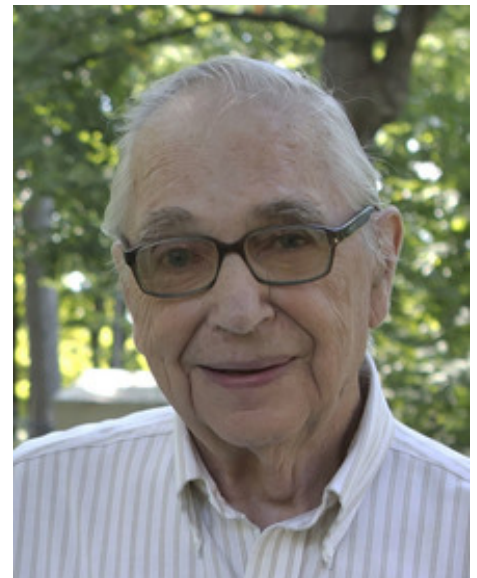
After a life well lived, James (Jim) Arlof Dills died peacefully at home on July 19, 2019 with his wife Shirley by his side. Jim was born in Acton, ON to parents Isma MacPherson and George Arlof Dills. Growing up in Acton during the depression and war time, although difficult at times, he spoke of many happy memories. He was involved in Scouts and the Acton Citizens Band. He also spent countless hours working with his father at the newspaper. In 1949, he was accepted into the first Journalism class offered at Ryerson. He graduated in 1951 and was one of the six recipients of the silver medal for general proficiency. After graduation he joined the Milton Canadian Champion as publisher and editor and became a permanent resident of Milton in 1954. Jim and his brother David operated Dills Printing and Publishing from 1954 to 1978, which also published the Acton Free Press and the Georgetown Independent. The three newspapers were consistent winners in both provincial and national newspaper competitions. Jim was actively involved with the Ontario Community Newspapers Association and the Canadian Community Newspapers Association and received the Silver Quill and Gold Quill awards for his services to the newspaper industry. In 1979 he joined the Canadian Community Newspapers Association as Executive Director representing community newspapers across Canada until his retirement in 1987 at which time he was made honorary president.

Predeceased by his son Steven (Connie), Jim will be dearly missed by his wife of 67 years, Shirley, and his sons Mark (Sharon), Paul (Alison), and daughters Catherine (Keith Ryan) and Carolyn (Tom Goriup) and his grandchildren Brendan, Jordan, Laura, Sarah, Luke, Shanna, Dan, Heather, Colleen, his great grandchildren and the families of his sister, the late Frances Prosser and husband Clare, brother, the late David Dills and wife Kay and his sister-in-law Jane.

During his illustrious career he received numerous awards: the Queen Elizabeth II Diamond Jubilee Award, Milton Heritage Awards, the Ontario Foundation Achievement Award, the Scouts Award of Merit and in 2007 he was inducted into the Milton Walk of Fame.

For Jim, local history was an unfinished assignment...and a passion. After his retirement he turned his energies to recording the history of Milton. He spent his time researching and publishing numerous historical books on his own and with other local historians.

A Celebration of Life will be held on Saturday September 7, 2 pm at St. Paul's United Church Milton, Ontario. If desired donations can be made to the St. Paul's United Church Capital Fund or the Milton Historical Society.



Make Money With Network Classifieds

OCNA's Network Classified Advertising is an easy way for you to earn additional revenue. Upsell your retail and classified advertisers and receive a 35% commission.

LOGO ADS: OCNA recently introduced logo ads as an option. An All Ontario 25-word ad WITH LOGO and enhanced text is \$975.

You already know that advertisers in community newspapers get results. Help your advertisers extend their reach into a region of the province, across Ontario, or right across the country. They Win - You Win.

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- > Online Revenue - any retailer with a web site. Let the Networks drive traffic to their site for increased sales
- > Real Estate - any agent with vacation properties, commercial properties and luxury homes. Buyers from outside your newspaper distribution area need to know
- > Events - Fairs, Markets, Shows, Theatre, Concerts or Sports. Spread the word to draw more people
- > Help wanted - Trades and other positions that individuals would relocate or commute to

Contact OCNA Network Classified Coordinator Lucia Shepherd for full details at l.shepherd@ocna.org or 416-923-7724 ext 4423.

Social Media's Bottom Line

By Kevin Slimp

When my publisher friend Joel Washburn asked me to visit his newspaper in McKenzie, Tennessee in June for a couple of days to work with his staff, he had the usual lists of items to cover while I was there:

- InDesign training ... check
- Photo editing training ... check
- PDF issues training ... check
- Increasing sales training ... check
- InCopy workflow training ... check

It was the sixth item on the list (don't worry, it's coming) that made me pause and think: "How other newspapers are benefiting from use of social media?" Hmm.

One of the inside jokes among my friends who speak at newspaper conventions over the past ten years or so has been the number of workshops at conventions related to social media. For a while, five or six years ago, it seemed like every other breakout session had to do with social media.

While preparing to meet with Joel's staff, I went to my recent survey of North American publishers completed back in April. It was the fifth annual survey and, fortunately, we had questions about digital and social media on the survey each year.

When I looked at the 2019 survey results, I learned that 28 percent of respondents indicated social media is greatly beneficial to their newspaper's success.

As I looked closer at the respondents, it seemed the dailies were four times as likely to respond this way than weeklies. I suppose that makes sense since dailies are more likely to depend on online/digital sales for revenue. Another 57 percent of respondents indicated they felt like their newspapers benefit in some way through use of social media.

Wanting to give Joel some helpful information, I went – where else – to social media to get some assistance. On Facebook, I asked friends who worked at newspapers to share how they successfully use social media at their papers. Within a few hours, I had more than 40 responses. Here are a few of them:

Jessica, from Florida, wrote:

"We post questions on hot topics in our area and then use the comments on

our opinion page (in the printed newspaper) in our 'social media' section."

Cindy in Texas wrote:

"We get a lot of leads for stories on our newspaper Facebook page, both for news and features."

Darryl, from Manitoba, responded:

"On the morning our paper comes out, we post a collage of photos and a teaser such as, 'For the stories behind these photos, pick up a copy of today's paper.'"

Kari, from Texas, wrote:

"Going live at high school sporting events draws in a lot of people to see our brand, but we haven't monetized it."

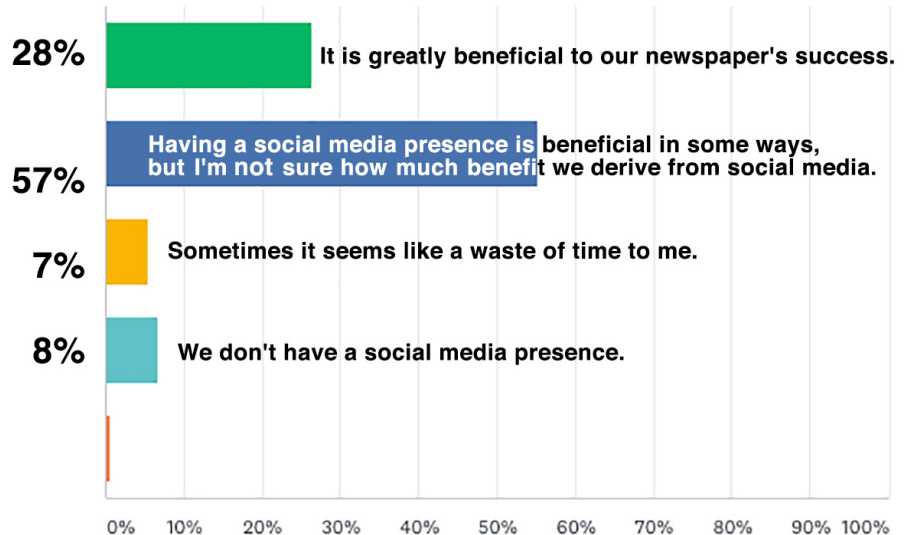
Travis, from Kentucky, answered:

"We ask people to submit photos of themselves reading your paper in amusing ways, and then pick the best submission to receive a prize."

As I looked though the early responses (early enough to meet my column deadline), I didn't see anyone writing about making money through social media posts, but I did notice a lot of respondents were using social media to prompt readers to pick up or subscribe

Continued on page 9 >>>

Which statement comes closest to representing how you would rate the success of your newspaper's social media efforts? (This question relates to social media, not your online news site)



ONLINE MEDIA CAMPUS WEBINARS:

OCNA has teamed with the Online Media Campus to help the Association fulfill its mission of providing affordable and relevant training to members.

■ Thursday, August 8 - 10 Tips to Rock Your Next Video Story

Video is a part of our digital storytelling toolbox that will continue to grow over the next five years. Mobile phones make it easy to shoot and share our video stories. In this session, Val Hoepfner will share 10 tips that will make your video story stronger, audio better and video more compelling. This session is good for beginners, intermediate and those who have experience but need efficiency.

■ Thursday, September 12 - Stop The Drop: Five Ways to Grow Your Obituary Category

Obituaries and newspapers: Once, these two always went together, and this relationship provided publishers with a powerful traffic driver and an unbeatable revenue stream. But today's readers face unique economic pressures, and they have new ideas about how to best announce and remember a death in the community. The result? Nationwide, obituary volume is down 19% and falling.

The good news: Obituaries are still the most visited section of every newspaper, and we have tools to turn that fact into more traffic and revenue. Using insights we've gained working with 1,500+ newspapers, Legacy.com's Ronald Speechley will show you five easy ways to revitalize your obituaries (and their revenue potential). You'll learn how to:

- Strengthen relationships with your funeral home partners, with
- Unique options to encourage them to work on your behalf.
- Teach your readers why obituaries are important, and
- Make it easier for them to place one.
- Increase volume with creative pricing options, packages, and formats.

For more information and to register, visit www.onlinemediacampus.com.

>>> Continued from page 8

to their newspapers, which obviously could benefit the bottom line.

I had an interesting experience with social media just last week. I hosted a webinar titled, "Kevin's 100-Minute Extravaganza." I expected a low turnout because people generally don't attend webinars in the summer, due to vacations, back-to-school deadlines, holidays, etc.

Most registrations come in response to e-mail blasts and promotion by various press associations. However, I noticed a serious bump from a couple of Facebook posts I created a week before the webinar. Later, I noticed several folks had shared the posts on their Facebook pages. Then a couple of associations asked if they could sponsor webinar registrations for their members.

In the end, close to 100 newspapers registered for the webinar, most within four days prior to it taking place. And when I looked at the registrations afterwards, it was apparent about half of those were a result of those couple of Facebook posts from the week before.

What lessons am I learning about social media? It's pretty apparent it's not the end-all, and probably isn't going to make a major dent in most newspapers' bottom line anytime soon. However, used effectively, it can be a tool to drive readers to your print and online editions of your newspaper, promote subscriptions, and even be used as a service to advertisers.

If your newspaper is investing in social media, I would suggest you regularly examine what's being done and gauge its effectiveness in driving new subscribers and increasing ad revenue.

Kevin Slimp serves as director of the Institute of Newspaper Technology. He is a faculty member of the University of Tennessee College of Communication and Information.

Be A Better Listener And Get Better Reception

By John Foust
Raleigh, NC

When I was growing up, my father had an old shortwave radio. Although he didn't use it often, I enjoyed playing around with it. There were buttons to listen to different frequencies to find radio stations in North America and overseas.

It was a magical machine. I could hear people speaking in foreign languages. And when conditions were right, I could listen to the New York Yankees, my favorite baseball team. The strongest signal was usually WOWO – "1190 on your dial" – in Fort Wayne, Indiana, which broadcast a hockey team called the Fort Wayne Komets. Imagine the excitement of an eleven-year-old kid sitting in North Carolina, listening to a hockey game being played in a faraway place like Indiana.

The radio had two round knobs, one for volume and one for tuning. The tuning knob moved a red needle back and forth across the dial. As the needle approached a station, there was a lot of static and buzzing, but I learned how to hit the sweet spot by turning the knob ever so slightly.

I thought about that old radio recently – and the challenges of tuning in to a station – when I had a conversation with Karl, who manages an ad sales team. "A lot has been written and said about listening as a sales skill," he said, "so we should all know the basic rules: listen actively, eliminate distractions, make eye contact, and so on. That's why we go beyond those general rules in staff meetings and talk about the little things we can do to tune in to other people.

Karl said they've been focusing on three small adjustments that can improve in-the-moment listening: ask one question at a time, don't interrupt and rephrase what the other person says. Let's take a closer look:

1. Ask one question at a time. "Because sales people get revved up for appointments – and because they are

conditioned to ask questions – there is a tendency to ask a string of questions without giving the other person enough time to answer thoroughly," Karl said. "It's important to ask a question, listen carefully, then move on to the next question."

2. Don't interrupt. "This one is a matter of manners. It's a lot like asking too many questions at once. Not everyone formulates their thoughts at the same speed. While it doesn't make sense to let the other person drone on and on, at least look for a stopping point before jumping in."

Or move on to Karl's next pointer and rephrase what they're saying.

3. Rephrase. "This is a good way to stay focused. By restating what the other person says, you show respect and force yourself to pay attention and stay in step. Plus, when they hear their own ideas stated by another person, they're likely think of something else that is important. That's a big help."

Yes, sales conversations have a lot in common with that old radio. Improve your listening skills, and your ideas will get better reception.

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John Foust has conducted training programs for thousands of newspaper advertising professionals. Many ad departments are using his training videos to save time and get quick results from in-house training. E-mail for information: john@johnfoust.com

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How Do The Best Managers Motivate Their Employees?

By Ron Guest, TwoGreySuits

When employees are highly motivated it shows in many ways. The opposite is also true.

Motivating employees is one of the things managers often struggle with. Managers can get so caught up in their own work and even though they know employee motivation is the key to increasing productivity, a growing to-do list and perceived or real lack of time keeps managers from spending the required time with direct reports.

Employee motivation has many drivers and all employees are different. There is also no guarantee that employees will become motivated or stay motivated, and as a result many managers consciously or even unconsciously believe their time is better spent doing their 'own jobs', and they leave employees to their own devices for days, weeks and even months and sometimes years on end.

The question running through managers minds often is – I can't use my valuable time motivating employees when I don't know if or when it will work.

Surprisingly, and ironically, the same managers that don't invest in any 'employee motivation' time are the ones who could really benefit by motivating employees while also possibly delegating the same work which is keeping them so busy in their own jobs.

By being very honest about job performance feedback, having honest conversations and showing genuine care and concern for employee development you can set the foundation in place for improved employee motivation and stronger trust based relationships. As an example, even when providing constructive feedback, employees often feel vulnerable or uncomfortable, but if they deep down know the feedback is accurate, some trust is being built, especially if the manager gives this feedback in a helping vs. demeaning way.

Being honest and building trust are the ways to develop strong relationships in the workplace. People truly need positive and constructive feedback on their job performance. If being honest with your employees is not a part of your communications style with your employees, they will struggle to gain that trust which is the cornerstone of strong relationships.

Here are the four basic steps the best managers take to motivate employees:

1. Get to really know your employees.

Every person is motivated by and interested in different things. People are also most likely at different points in their careers, so they need different things from their work to be motivated. To motivate your employees, you must first gain deep understandings of where they want to go in their careers.

Get to really know your employees, especially their goals, their stressors, what excites them and how they define

success. Identify what is meaningful to your employees. Understand your employee's perspectives and their hopes and dreams.

Knowing your employee's spouses name or their children's ages is not enough, you need to know/understand your employees more than that, know their dreams, disappointments, goals, motivators, fears, and the activities that build or drain their energy.

2. Present employees with challenges that lead them in the direction they want to be moving anyway, challenges that would be motivating to them.

When you understand this, you can give them work tasks that need to be accomplished that tap into their own motivation. For example, if one of your employees wants to take on a leadership role in the community, ask them to lead a project or a set of meetings that they otherwise wouldn't be asked.

3. Provide timely positive and constructive feedback.

Assigning tasks based on ambition is a great way to start, however motivation can fade away without proper feedback. You should give feedback on how employees are growing toward their ambitions and contributing to the organization. By giving timely feedback, you can recognize their success and continue motivating them to do even more.

4. Acknowledge employee success

Every long-term goal has smaller milestones along the journey. Managers should know what those milestones are and more importantly acknowledge/celebrate them.

Why wait, start now, everyone benefits!

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